

Workforce Development and Challenges: A Three-Year Perspective

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Volume of DCFS Training Today

Type of Training	Number of Presentations	Staff Trained
CSW Foundation Academies H1, and A-Q including 71 simulations	18	697
CSW Foundation Advanced Trainings	51	972
CSW Mandated In-Service Trainings	19	604
ER CSW In-Service Trainings	8	523
CSW/SCSW In-Service Trainings	426	3,020
SCSW Trainings SCSW Academy*	76	1,967
LOG Conferences	4	~1,447
Internship Training**		
Specialized (Adoptions)	2	100
Specialized (Board of Behavioral Sciences	19	631
Specialized (Child Protection Hotline)	4	44
Specialized (Public Health Nurses)	2	71
Specialized (Training for Trainers)	1	31
TOTAL	630	10,107



Looking Back: The Crises That Drove Change

- Child fatality, public furor
- Policy overload, understaffing
- Poor interagency connections
- Training shortfalls
- Low technology



The Initial Challenges for Staff in 2012

- Overwhelming work flow
- Confusion about policy mandates, lack of access to accessible information about policy and uneven implementation across offices
- Unattainable time frames for case processing
- Uneven supervision and poor preparation for new supervisors
- Poor access to community-based services that meet child and family needs
- Climate of fear



The Initial Challenge for DCFS

- Dissatisfaction with outcomes
- Little progression in skill development or preparation for career advancement
- Breakdown in university/DCFS partnership
- History of continuous leadership change



County and Agency Response

- Blue Ribbon Commission recommendations
- Reorganization of training relationships, content, pedagogy
- Expanded use of data, case review, technology support



The Vision

- Connection of training to administrative environment
- Cumulative learning experiences, accessible “just in time” learning resources that adapt to practice in the field
- Cross-sector problem-solving
- Practice innovation
- Learning communities



Concrete Goals

- Introduce flexible adult learning models
- Improve accountability
- Build excellence



Changing Pedagogy and Curriculum

On-line learning

Projects

Field-based experience

Simulated experiences

Engagement of supervisors

Extended learning period

Meaningful assessments of progress



Rethinking training relationships

- Ideal of DCFS as “teaching institution”
- Creation of University Consortium on Children and Families
- “DCFS University” concept: modern corporate training
- Cross sector training



Rethinking training content

FOR GRADUATE STUDENTS (PIPELINE):

- New curriculum at universities - EVP
- Blended field experience
- Cross-sector preparation



Rethinking training content

FOR NEW STAFF

- A “core practice model” for all
- Evidence-based, trauma-informed material
- Coordinated training with other departments
- Connection to strategic plan



Rethinking training content

FOR CONTINUING STAFF

- Management and executive level skill training
- Emphasis on quality of supervision
- Data-driven decision-making



Rethinking training methods

Field-based learning – shadowing, observing, projects

Guidance and coaching, not lectures

Reduced caseloads, extended time to learn

Progression in skill development

E-learning

Simulations



Measures of Success

- Individuals: Application of learning to work
Improved critical thinking
- Organization: Increase in morale, productivity and retention
- Children and Families: Improved outcomes



Where are we today in training relationships?

- Integrated training site: a first!
- UCCF a 501(c)3 organization – all universities
- “DCFS University” concept evolving
- **Cross sector training: still a challenge**
- **“Teaching institution” remains a dream**



Where are we today in training content and audiences?

- Progress toward uniform service delivery model
- Movement away from compliance to professional growth
- **No executive training, limited supervisory training**
- **Difficult to evaluate outcomes in skill development**



Where are we today in training methods?

- Simulations a success!
- Expanded e-learning production and access
- **Struggle to implement field-based learning**

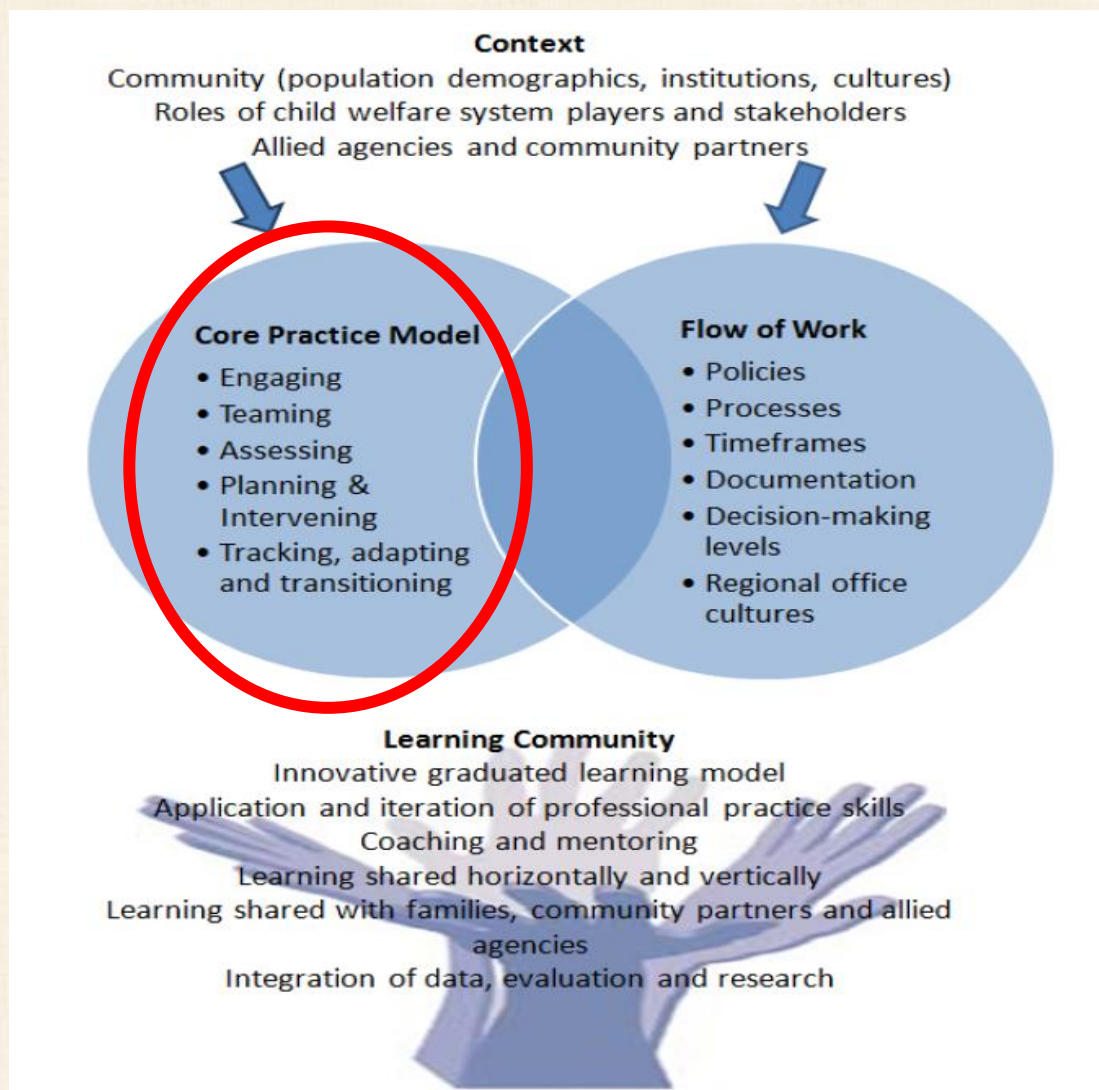


Where do we need to go in the area of evaluation?

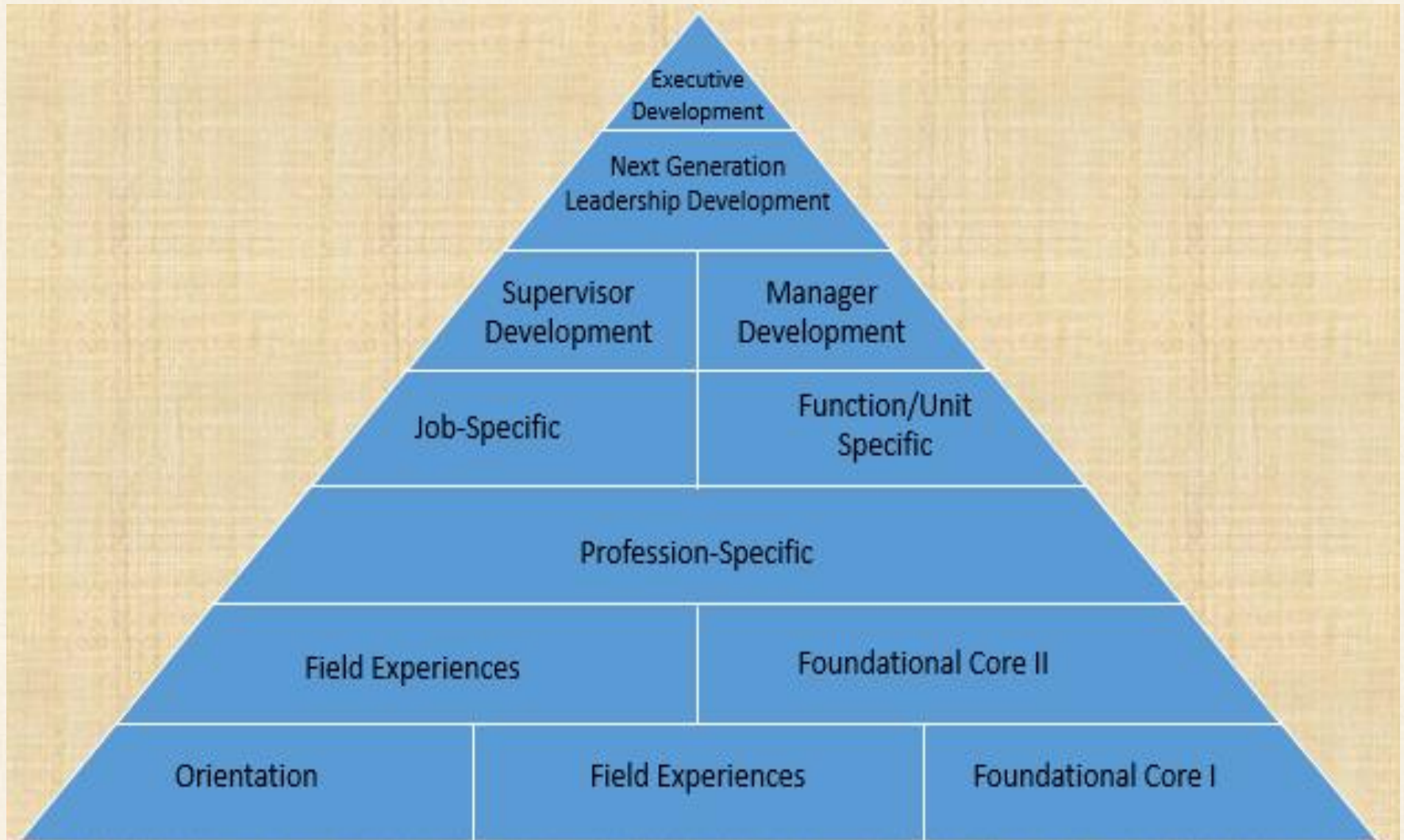
- CSW Foundation Academy Follow-up surveys (6 & 12 months post academy with CSWs & their Supervisors)
- Simulation Evaluation
 - What training processes are used, and how?
 - What is the impact of simulation training processes on new worker knowledge and practice?
- New CC 3.0 Components
 - Field Activities – Collection of Field Advisor & Trainee feedback surveys



UCCF Curriculum Framework



DCFS University Progression



Thank You!



Developed in collaboration by DCFS University and the University Consortium for Children and Families

